

TennCare Patient Centered Medical Home: Provider Operating Manual 2020

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This operating manual outlines the PCMH program guidelines and policies effective January 1, 2020. The guidelines for 2019 are still valid for all claims with dates of service in 2019.

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All information included herein is subject to further updates and refinement from TennCare.

1 GENERAL INFORMATION

1.1 Objective of Patient Centered Medical Homes (PCMH) in Tennessee

PCMH is a comprehensive care delivery model designed to improve the quality of primary care services for TennCare members, the capabilities of and practice standards of primary care providers, and the overall value of health care delivered to the TennCare population.

Tennessee has built upon the existing PCMH efforts by providers and payers in the State to create a robust PCMH program that features alignment across payers on critical elements. A PCMH Technical Advisory Group (TAG) of Tennessee clinicians was convened in 2015 to develop recommendations in several areas of program design including, quality measures, sources of value, and provider activity requirements.

1.2 Sources of Value

Successfully executed, the PCMH program will deliver a number of benefits to members, providers, and the system as a whole. A few of the most important benefits are outlined in Table 1.

TABLE 1 – Sources of Value

Members	Practices	System
<ul style="list-style-type: none">▪ Better access to primary care providers▪ Tailored care for those most in need▪ Care coordination services leading to improved quality and outcomes▪ Greater emphasis on primary and preventative care▪ Improved care coordination with behavioral health providers	<ul style="list-style-type: none">▪ Support for performance improvement▪ Direct financial support for care coordination▪ Specialized training for practice transformation▪ Access to outcome payments▪ Input from other members of the care delivery team▪ Access to better information with which to make decisions▪ Improved work flows and processes that positively impact productivity and efficiency	<ul style="list-style-type: none">▪ Higher quality care▪ Reduced total cost of care<ul style="list-style-type: none">– Reduced utilization of secondary care through better management of chronic conditions– Reduced utilization of unnecessary procedures and visits (e.g., unnecessary emergency room visits)– More cost conscious referrals▪ System shift towards greater coordination and information sharing

2 HOW DOES AN ORGANIZATION BECOME A PCMH?

2.1 Eligibility

TennCare PCMHs will be defined and measured at the Tax ID level. All primary care providers serving Medicaid members under that Tax ID will be included in the PCMH. One PCMH may have multiple physical locations or sites.

All rules, processes, and requirements detailed herein apply only to the TennCare PCMH program. To be eligible for the program:

- 1) The entity must be a participating TennCare practice with one or more PCPs (including nurse practitioners) with any of the specialty types designated by TennCare as primary care practitioners including family medicine, internal medicine, and pediatrics;
- 2) The organization attests to commit to the goals of value-based payment including, but not limited to:
 - Increased care coordination
 - Proactive management of the patient panel
 - Focus on improving quality and performance outcomes identified in quarterly reports
 - Integrated care across multidisciplinary provider teams;
- 3) The organization must designate a PCMH Director to serve as point of contact for the State, MCOs, and other parties;
- 4) Once designated as a TennCare PCMH, the organization must maintain Level 2 or 3 PCMH recognition from the National Committee for Quality Assurance (NCQA) **OR** obtain NCQA's PCMH recognition (See Section 5 for details).
- 5) The organization must also commit to the following PCMH activities:
 - Participate in practice transformation and support through the State's provider training vendor (described in Section 11) through January 2020. At that time, training will be managed by each MCO
 - Sign up and use State's Care Coordination Tool; and
 - Share best practices with other participating PCMH organizations and support other organizations in their practice transformation by participating in learning collaboratives on an ongoing basis

A participating organization remains enrolled in the PCMH program until any of the following occurs:

- 1) The organization withdraws;
- 2) The organization or provider becomes ineligible, is suspended or removed from the TennCare program or the PCMH program;
- 3) The Managed Care Organization terminates its PCMH contract or contract amendment with the organization; or
- 4) Division of TennCare terminates the PCMH program.

To withdraw from PCMH, the participating organization must email intent to withdraw to payment.reform@tn.gov and to their contracted MCO(s).

2.2 Provider contracting

If selected to participate in TennCare PCMH, an organization must update its contract(s) with the relevant health plan(s). MCO contracting must be completed prior to the start of the performance period on the first of January each year. Organizations will not be required to contract with health plans with which they do not have an existing contract.

An organization may not participate in two overlapping value-based payment programs with the same health plan simultaneously. The State and health plan will work together to determine if an organization's existing value based payment arrangement with an MCO is duplicative of the TennCare PCMH program. Organizations may need to terminate existing value based payment arrangements in order to participate in the TennCare PCMH to avoid duplication.

3 WHICH MEMBERS ARE IN A PCMH?

3.1 Member Inclusion

The intent of the PCMH program is to be as broad and inclusive as possible. As a result, all TennCare members enrolled with the MCO are eligible for the PCMH program, including adults and children. CoverKids members are not included at this time.

The program explicitly includes individuals that are dually eligible in Medicare and Medicaid if their D-SNP health plans are with the same MCO. Members may be enrolled in both a PCMH and a Tennessee Health Link (THL) organization simultaneously. THL is a program designed to coordinate health care services for TennCare members with the highest behavioral health needs.

All TennCare eligible members attributed to a PCMH are included in the calculation for the monthly activity per member per month payment. Some members are excluded in the calculation for performance evaluation and are therefore excluded from the outcome payment calculation.

Members **are excluded** from the PCMH program performance evaluation under any of the following scenarios (i.e., these members are not counted in quality and efficiency metrics):

Member is dual-eligible but is not enrolled in an aligned D-SNP. Members could be excluded from performance evaluation if they are dual eligible and not enrolled in an aligned D-SNP health plan (at the MCO's discretion). Being "aligned" means that the member is enrolled in a Medicare Advantage D-SNP plan with the same MCO participating in the TennCare Medicaid program. Examples of not being enrolled in an aligned D-SNP health plan include cases where the member is dual-eligible but enrolled in a Medicare Advantage health plan that is not a D-SNP, a D-SNP health plan with another insurer, or Medicare fee-for-service.

Member has or obtains third-party liability (TPL) coverage. Members with a claim within the previous quarter indicating TPL coverage could be excluded from the PCMH program performance evaluation.

Member has a long-term nursing home stay: Members with an active nursing home stay that covers ninety (90) or more consecutive days are not included in the PCMH program evaluation. Members must be discharged to home from a previous nursing home stay to regain PCMH program performance evaluation eligibility.

Member with long-term residential treatment facility stay: Members with one or more residential treatment facility (RTF) claims that cover more than ninety (90) consecutive days that are ongoing as of the eligibility update start date are not included in the PCMH program evaluation. Members must be discharged to home from a previous RTF stay to regain PCMH program performance evaluation eligibility.

Member has less than nine (9) months of attribution to that PCMH: Only those members with at least nine (9) months of cumulative attribution to the PCMH are

counted towards performance outcomes. These nine (9) months do not have to be consecutive. This policy is in place to ensure that the provider has had adequate time with the member to affect their quality and efficiency outcomes.

Once excluded, a member may become eligible again for the PCMH program if his or her exclusion status changes.

3.2 Member Attribution

Attribution uses the existing member to PCP assignment conducted by the MCOs today. Members are attributed each month to the PCMH associated with the member's active PCP. If the member's PCP is not part of an organization that participates in the PCMH program, the member will not be attributed to any PCMH for the month. If a provider wishes to remove a member from their attributed panel, this program will follow the same guidelines/existing rules that each MCO already has in place for member change requests submitted by primary care providers.

4 WHAT SERVICES WILL A PCMH PROVIDE?

The PCMH organizations will provide team-based care, patient-centered access, care coordination, and improved quality of care to their members. To ensure that these principles are being achieved, each PCMH will be required to maintain or achieve NCQA recognition (refer to Section 5 for further detail).

The following are functions each PCMH will do to ensure patients receive enhanced patient-centered care:

1. **Team-based care and practice organization:** The PCMH provides continuity of care; communicates roles and responsibilities of the medical home to patients/families/caregivers; and organizes and trains staff to work to the top of their license and ability to provide effective team-based care.
2. **Knowing and managing your patients:** The PCMH captures and analyzes information about the patients and communities it serves, and uses the information to deliver evidence-based care that supports population needs and provision of culturally and linguistically appropriate services.
3. **Patient-centered access and continuity:** Patients/families/caregivers have 24/7 access to clinical advice and appropriate care facilitated by their designated clinician/care team and supported by access to their medical record. The PCMH considers the needs and preferences of the patient population when establishing and updating standards for access.
4. **Care management and support:** The PCMH identifies patient needs at the individual and population levels to effectively plan, manage, and coordinate patient care in partnership with patients/families/caregivers. Emphasis is placed on supporting patients at highest risk.
5. **Care coordination and transitions:** The PCMH tracks tests, referrals, and care transitions to ensure comprehensive care coordination and communication with specialists and other providers in the medical neighborhood.
6. **Performance measurement and quality improvement:** The PCMH collects reports and uses performance data to identify opportunities for quality improvement; sets goals and acts to improve clinical quality, efficiency, and patient experience; and engages the staff and patients/families/caregivers in the quality improvement activities.

5 NATIONAL COMMITTEE FOR QUALITY ASSURANCE (NCQA) PCMH REQUIREMENT

5.1 Overview

Organizations with NCQA Level 2 or 3 recognition automatically meet the minimum requirements for TennCare's PCMH until their recognition expires. When that recognition expires, these organizations must transition to NCQA's 2017 PCMH recognition[;'] standards to maintain eligibility for TennCare's PCMH program.

Organizations with a current NCQA PCMH 2014 or PCMH 2017 recognition for their sites are required to renew each site's recognition using the NCQA PCMH 2017 program Standards and Guidelines, on or before their current recognition expiration. For example, an organization with a PCMH 2014 Level 2 recognition that expires on October 30, 2020 must renew that recognition no later than October 30, 2020. Thus, it is recommended that an organization would need to start the renewal process at least six months prior to the October 30, 2020 expiration date, which is April 30, 2020.

5.2 Required deadlines

Organizations should obtain NCQA PCMH recognition for all of their sites by the deadline set by the State or at the time of their current recognition's expiration. For example, organizations that begin program participation on January 1, 2018 (Wave 2), and have sites that do not have NCQA PCMH recognition, will be expected to enroll in Q-Pass by May 31, 2018. They will be expected to submit payment through the State's discount by June 30, 2018. Recognition is expected to be achieved by June 30, 2019 (12 months later).

For organizations that begin program participation on January 1, 2019 (Wave 3), and have sites that do not have NCQA recognition, will be expected to enroll in Q-Pass by May 31, 2019. They will be expected to submit payment through the State's discount by June 30, 2019. Recognition is expected to be achieved by June 30, 2020 (12 months later).

For organizations that begin program participation on January 1, 2020 (Wave 4), and have sites that do not have NCQA recognition, will be expected to enroll in Q-Pass by May 31, 2020. They will be expected to submit payment through the State's discount by June 30, 2020. Recognition is expected to be achieved by June 30, 2021 (12 months later).

Please note that TennCare has sole discretion to determine alternative deadlines for sites to achieve recognition under certain circumstances.

5.3 Acquisition of additional site locations

If a participating PCMH organization acquires a site at any point after beginning program participation, then the newly acquired site is required to either maintain current NCQA recognition or pursue recognition under the NCQA PCMH recognition standards within 15 months of the effective date of operations under the participating PCMH TIN. For example, if an organization acquires a new site with an effective operational date of December 4, 2019, then the new site is required to achieve NCQA recognition no later than March 4, 2021.

5.4 Organizations with multiple site locations

It's important to note that NCQA recognition is evaluated at the site-level. Multi-site organizations with different recognition statuses for each site must obtain recognition for those sites whose recognition is set to expire and/or do not have current recognition.

Below is an example of a multi-site organization with 3 sites that have different recognition statuses. This organization would be expected to do the following: Site one has NCQA PCMH recognition that expires December 22, 2021 and is in compliance with program requirements. Site two has never obtained NCQA recognition and will be expected to obtain NCQA PCMH recognition by the deadline set by the State. Site three has PCMH 2014 recognition set to expire February 3, 2020 and will be expected to renew recognition using the NCQA PCMH program Standards and Guidelines, no later than February 3, 2020.

5.5 Funding associated with NCQA Recognition

TennCare will fund fees associated with the NCQA PCMH recognition process from the point of enrollment up through the third check-in. If an organization does not achieve recognition for a site(s) after the third check-in, then they must purchase an additional check-in. Please contact NCQA for pricing details. Further, organizations may expect to pay for other fees that may be due under the NCQA PCMH recognition process such as requesting reconsideration and undergoing a Discretionary Audit. Please review NCQA's PCMH Standards and Guidelines for additional information on the fee schedule.

5.6 Deadline Extension

TennCare will provide organizations with guidance on achieving recognition. Extensions are intended to allow additional time to organizations who are committed to PCMH but have not been able to achieve NCQA recognition because of outside circumstances. If an extension is necessary, an organization must submit a request for extension to TennCare no later than two (2) months before the deadline.

The extension request should include at a minimum the following:

- List of sites being requested for recognition extension
- A clear explanation of the reason(s) for the request
- Steps taken to date toward achieving recognition for your sites

- Steps the organization plans to take to achieve recognition within the timeline proposed in the request beyond State's set deadline of June 30, 2021
- The extension request will require a justified explanation from the practice and transformation coach for the delayed recognition.

Please note: NCQA's PCMH recognition standards are available here:

<http://store.ncqa.org/index.php/catalog/product/view/id/2776/s/2017-pcmh-standards-and-guidelines-epub/>

6 HOW WILL A PCMH BE PAID?

6.1 Fee-for-service

The current fee-for-service delivery model will remain unchanged under the PCMH program.

6.2 Practice Support Payments

Practice support payments are per-member-per month (PMPM) payments made to the PCMH to support the delivery of care under the PCMH model.

There are two (2) components to practice support payments:

1. Practice transformation payments; and
2. Activity payments

Both types of practice support payments are calculated retrospectively. The payments are calculated and made on a monthly basis.

The **practice transformation payment** is set at \$1 PMPM and is provided for the first year of program participation only. This value is not risk-adjusted.

The **activity payment** is a risk-adjusted PMPM amount and will continue throughout the duration of the program. Each PCMH will receive their PMPM payment amount from the MCO based on the risk of their membership panel. The payments will primarily support the PCMH for the labor and time required to improve and support their care delivery models. PCMHs may hire new staff (e.g., care coordinators) or change responsibilities for existing staff to support the required care delivery changes.

Determination of risk-adjusted activity payment amounts

Activity payment amounts are risk-adjusted to account for differences in the degree of care coordination required for members with serious or chronic health conditions. Refer to Section 9 for further detail of the risk adjustment methodology.

While the payment amount per risk band is left to MCO discretion, the average payout across all of an MCO's PCMHs must average at least \$4 PMPM. No PMPM will be less than \$1.

At the beginning of each performance period, a practice risk score will be calculated that will define the PCMH's risk for the year. The MCO will determine the PMPM amount based on that risk. The PCMH risk score will be updated annually before the

start of the next performance period to account for changes in the PCMH risk over time.

Requirements for Activity Payment

- 1) Initial eligibility: requirements for payments will be contingent on enrollment in the PCMH program as defined in Section 2.2.
- 2) Activity requirements: Practices must perform all activities in order to continue receiving payments. The organization must commit to the following PCMH activities:
 - Maintain Level 2 or 3 PCMH recognition from the National Committee for Quality Assurance (NCQA) **OR** NCQA's 2017 PCMH recognition (Refer to Section 5);
 - Sign up and use State's Care Coordination Tool (Refer to Section 12 for further detail on the CCT); and
 - Share best practices with other participating PCMH organizations and support other organizations in their organization transformation by participating in learning collaboratives on an ongoing basis

Addition of organization transformation payment amounts

The organization transformation payment amount (\$1 PMPM) is paid in the first year of participation and added to the adjusted activity payment amount to determine the total organization support payment PMPM for the member.

On the whole, organization support payment amounts are summed across members attributed to a PCMH to obtain the total organization support payment amount for the PCMH organization for each month.

6.3 Outcome Payments

Outcome payments are designed to reward the high performing PCMHs for providing high-quality care while effectively managing overall spending. There are two (2) kinds of outcome payments:

Outcome payments based on total cost of care (TCOC): For high volume panel PCMH organizations with 5,000 or more members in a given MCO, savings on TCOC generated through the PCMH program will be shared based on each PCMH organization's actual risk-adjusted TCOC relative to its benchmark TCOC; and

Outcome payments based on efficiency metric improvement: For low volume panel practices with fewer than 5,000 members, PCMH organizations may earn outcome payments for annual improvement on efficiency metrics compared to the performance on the same metrics in the previous year.

PCMH organizations are eligible for either type of outcome payment **only** if the PCMH earns a minimum number of quality stars: two (2) for pediatric and adult PCMHs, four (4) for family PCMHs.

Outcome Payments for High Volume PCMHs

Outcome payments are based on total cost of care for high volume PCMHs. For high volume PCMH practices with 5,000 or more members, savings on TCOC generated through the PCMH program will be shared based on each PCMH practice's actual risk-adjusted TCOC relative to its benchmark TCOC.

For high volume PCMH organizations who qualify for an outcome payment by meeting minimum requirements outlined in previous sections, the outcome payment amount is calculated as follows:

Risk-Adjusted TCOC Savings Amount	×	Maximum Share of Savings	×	Outcome Savings Percentage	×	Member Months	=	Outcome Payment
Saving		50%		0 to 100%		# Attributed		

The following subsections detail each component of this formula.

- Risk-adjusted total cost of care (TCOC) savings amount

The risk-adjusted TCOC savings are calculated by taking the difference between the actual risk-adjusted TCOC and the benchmark TCOC for each PCMH in a given performance year. If the PCMH organization's actual costs are higher than their benchmark, then TCOC savings amount is zero and no outcome payment is earned that year. If the result is a positive amount, then those savings are considered an improvement in TCOC performance.

- Maximum share of savings

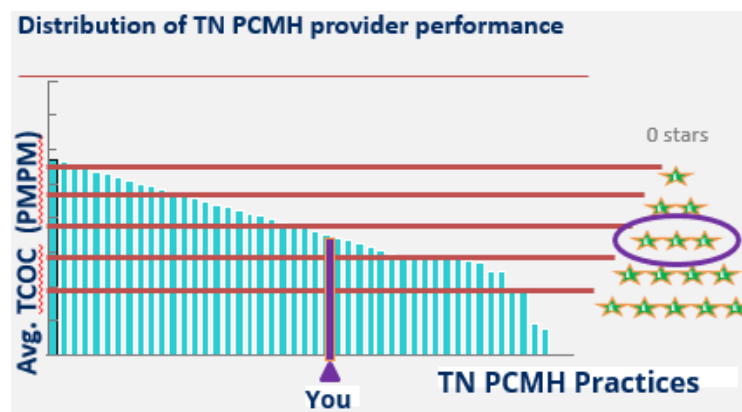
The maximum percentage of estimated savings that can be shared with a PCMH. This value is set to 50% for outcome payments based on total cost of care.

- Outcome savings percentage

Of the possible maximum shared savings, each high volume PCMH receives a percentage based on its performance. This percentage is known as the outcome savings percentage and is based on the number of stars earned by each practice.



PCMHs with greater than 5,000 attributed members are evaluated on total cost of care (TCOC) improvement. This evaluation results in the awarding of “efficiency stars.” These stars are awarded based on the PCMH’s actual risk-adjusted TCOC as compared to state level thresholds, and is meant to reward PCMHs that already perform very efficiently relative to their peers. The methodology to set thresholds for awarding efficiency stars is part of the State threshold documentation available on the website.

Each high volume PCMH is awarded efficiency stars based on its risk-adjusted TCOC. Risk-adjusted TCOC thresholds for the number of efficiency stars to be awarded will be provided in a separate document. A sample of a practice earning three (3) efficiency stars is below.



Then, quality stars and efficiency stars are combined to calculate the outcome savings percentage. Each efficiency star earned by the PCMH organization contributes 10% to the outcome savings percentage. Each quality star earned by the PCMH organization contributes 10% to the outcome savings percentage for adult and pediatric PCMH organizations and 5% for family PCMH organizations.

For example, the following pediatric PCMH organization would have an outcome savings percentage of 70%:

Pediatric practice		
Quality stars earned		(4 stars) X 10% = 40%
		+
Efficiency TCOC stars earned		(3 stars) X 10% = 30%
		=
Outcome savings percentage = 70%		

- Member months

Risk-adjusted TCOC savings amounts are on a per member basis until this point. In order to convert to total shared savings for the PCMH practice, the savings are multiplied by the total number of attributed member months with the MCO. Only member months for members in each PCMH's annual performance panel are included in this calculation. See Section 3.1.

Outcome Payments for Low Volume PCMHs

For low volume practices with fewer than 5,000 members, practices may earn outcome payments for annual improvement on efficiency metrics compared to the performance on the same metrics in the previous year. Low volume PCMH practices are eligible for outcome payments only if PCMH practices earned a minimum number of quality stars: two (2) for pediatric and adult practices, four (4) for family practices.

For low volume PCMH organizations who qualify for an outcome payment by meeting minimum requirements outlined in previous sections, the outcome payment amount is calculated as follows:

Average Cost of Care (PMPM)	×	Efficiency Improvement Percentage + Efficiency Stars	×	Maximum Share of Savings	×	Quality Stars	×	Member Months	=	Outcome Payment
Average		%		25%		%		# Attributed		Calculated

The following subsections detail each component of this formula.

- Average total cost of care (TCOC) per member per month (PMPM)

This is the average total cost of care per member per month for members in PCMH across all of TennCare. The statewide average TCOC amount to be used is \$242.

- Efficiency performance

Efficiency performance is calculated by adding the percentages earned from both efficiency improvement and efficiency stars. The maximum total efficiency performance percentage is 50.00%.

a. Efficiency Improvement Percentage

The efficiency improvement percentage will reward PCMH organizations which have improved relative to their previous year's performance. The efficiency improvement percentage is the average of improvement in each efficiency metric compared to previous year's performance for the PCMH. Efficiency improvement for a given metric is calculated as the following:

$$\left(\begin{array}{c} \text{Efficiency} \\ \text{Improvement} \\ \text{Percentage} \end{array} \right) = \frac{\left(\begin{array}{c} \text{Efficiency metric 1} \\ \text{Prior year value} \end{array} \right) - \left(\begin{array}{c} \text{Efficiency Metric 1} \\ \text{Current value} \end{array} \right)}{\left(\begin{array}{c} \text{Efficiency metric 1} \\ \text{Prior year value} \end{array} \right)}$$

If the efficiency metric value for the previous year could not be calculated, then the efficiency improvement for that given metric is considered to be zero. After calculating the efficiency improvement percentage for each efficiency metric, the average of the two (2) is taken.

TABLE 6: Illustrative Example of Efficiency Improvement Percentage

Note: Values rounded to nearest hundredth decimal place

Efficiency Measure per 1,000 Member Months	Performance at Baseline (CY2019)	Performance Since 1/1/20	Efficiency Improvement
ED Visits	78.10	76.00	2.69%
Inpatient Discharges	3.00	2.80	6.67%
EFFICIENCY IMPROVEMENT PERCENTAGE (AVERAGE)			4.68%

Please note: If the average of the efficiency improvement percentage results in a negative number, it will be set to 0 and if the average calculation exceeds 20% it will be capped at that value. In addition, each individual measure's efficiency improvement is capped at positive and negative 20.00%. In other words, if your organization sees a decrease in efficiency of 31.25%, your report will only show a decrease of 20.00%.

b. Efficiency Stars

Performance must meet or exceed the threshold in order to earn an efficiency star. Each efficiency star earned contributes 15.00% to the efficiency performance. These thresholds are set by each MCO and will be different for pediatric PCMHs and family practice PCMHs.

- Maximum share of savings

The maximum percentage of estimated savings that can be shared with a PCMH. Low volume PCMH organizations may earn up to 25% of the total savings achieved during a year.

- Quality performance

Performance must meet or exceed the threshold in order to earn a quality star. Each quality star earned by the PCMH organization contributes to the quality performance. The redistribution of quality star values may be applied under certain circumstances.

Most of the quality metrics are defined by HEDIS®. HEDIS requires that an organization have at least thirty (30) observations in the denominator of any metric for it to be measured accurately. If an organization does not have at least thirty (30) observations during a calendar year for a given HEDIS metric, that organization is ineligible for that particular quality star. The potential value of each ineligible quality star will be redistributed. See Section 8.5 for details.

- Member months

Number of member months enrolled with the MCO for all members in the PCMH's outcome panel, as defined in Section 3.1.

Please note: Guidance on FQHC/RHC PPS system and PCMH activity/outcome payments memo may be found in section 14.

7 PCMH REMEDIATION PROCESS

The remediation process is initiated when a PCMH organization fails to meet deadlines and/or performance targets on required program activities. A PCMH may trigger probation, remediation, and/or removal under any of the following circumstances:

- Not meeting program requirements (e.g. NCQA recognition requirements)
- Failure to respond and meet with MCO and/or TennCare
- Poor quality and or efficiency performance as determined by the MCO

NCQA RECOGNITION REMEDIATION

If an organization fails to meet NCQA recognition requirements and State set deadlines for sites with no previous recognition, the remediation process will take place in the three phases detailed below. Please see additional guidance below on other remediation and removal processes.

Probation- Phase One

A PCMH organization is placed on probation by TennCare for not meeting NCQA recognition program requirements. TennCare will be in regular contact with clear communication regarding a PCMH organization's probation status

A letter is issued by TennCare to a PCMH organization initiating probation and outlining the reason for the six-month probation period. An organization must obtain recognition by the end of the six-month probationary period, as outlined in the probation letter. TennCare will provide a copy of the letter to the MCO(s).

After receiving the probation letter, a PCMH organization will be required to work with the MCO(s) and those providing coaching to write a corrective action plan. The corrective action plan must be submitted to TennCare within thirty (30) calendar days of receiving the probation letter for review and approval. The corrective action plan developed in the probation phase should include a timeframe for each milestone necessary to achieve recognition by the deadline in the probation letter.

If a PCMH organization has not achieved recognition at the end of the six-month probation period, TennCare will issue a final probation letter to a PCMH organization within three (3) calendar days of confirming recognition status with NCQA. This letter signifies that the PCMH organization will be moved into the second phase of the remediation phase. TennCare will provide a copy of the final probation letter to the MCO(s).

Remediation- Phase Two

MCO(s) will stop practice transformation and activity payments to any organization in this phase.

During phase two, TennCare will evaluate the organization's recognition status. Following review, in its sole discretion, TennCare may move a PCMH organization from remediation to probation with a new recognition deadline. An organization moved back to phase one will be required to complete a revised corrective action plan.

Or TennCare may, at its discretion, move a PCMH organization from phase two to phase three - removal from PCMH. TennCare will notify the organization and MCO(s) within three (3) calendar days of their decision to move an organization to phase three - removal.

Removal from PCMH- Phase Three

After receiving a removal letter from TennCare, MCOs will terminate all PCMH related payment streams to the organization.

SITE LAPSE OF NCQA RECOGNITION

The following remediation process applies to organizations with a site whose NCQA recognition is suspended due to failure to renew by the required reporting date (i.e. 30 days prior to the recognition expiration date for a site):

NCQA will suspend recognition if a site misses its annual reporting date to renew. At this point, the PCMH organization is no longer in compliance with NCQA or PCMH program requirements and has triggered the remediation process.

TennCare will notify an organization that they have triggered the remediation process if recognition is suspended. This letter will outline the remediation process explained below. A copy of this letter will be provided to the MCO(s).

An organization that triggers the remediation process due to a suspension of NCQA recognition has up to 90 calendar days from the reporting date to reinstate the recognition by paying a reinstatement fee to NCQA and submitting the requirements for annual reporting for the site(s).

If the organization does not submit for NCQA-required annual reporting after 90 calendar days of the site's original reporting date, NCQA will cancel the site's recognition. To achieve recognition, NCQA then requires the organization to submit for recognition under the accelerated renewal process and pay the full transform fees noted in the NCQA fee schedule at the time of the submission.

If a site's recognition is cancelled by NCQA, TennCare will notify the organization that they must achieve recognition within 6 months in order to remain in the TennCare PCMH program. If recognition is not achieved after that 6-month period, then TennCare will determine if the organization will be removed from the program.

TennCare will notify the organization and MCO(s) within three (3) business days of their decision to remove an organization from the program.

An organization that is in remediation will be responsible for paying all fees to NCQA associated with reinstatement, and full transform recognition. TennCare will not pay for organization fees during the remediation process.

For example, if an organization has a site with a recognition expiration date of June 1, 2020 and a reporting date of May 1, 2020 and does not renew by the reporting date, then the remediation process is triggered. The organization then has until July 30, 2020 (90 calendar days from the reporting date) to pay the NCQA reinstatement fee and submit the site for renewal.

If, after July 30, 2020, the site has not paid the reinstatement fee and submitted for renewal, then the NCQA recognition status of that site is cancelled. Upon recognition being cancelled, the organization must pay the site's full transform fees to NCQA and achieve recognition no later than January 30, 2021 (6 months) after the recognition status is cancelled. If recognition is not timely obtained, the organization will be removed from the program.

POOR PERFORMANCE REMEDIATION PROCESSES

Each MCO will manage their own remediation process for organizations identified as having poor performance. Each MCO will define the parameters for what is deemed as poor performance and issue communication to providers.

OTHER GROUNDS FOR REMOVAL

TennCare reserves the right to remove a PCMH organization from the program in extreme circumstances, including failing to respond and meet with TennCare and the MCO(s). The decision to remove an organization from the PCMH program in extreme circumstances is at TennCare's sole discretion.

8 HOW WILL QUALITY AND EFFICIENCY BE MEASURED?

8.1 Quality Measures

Quality metrics are tracked to ensure that PCMHs are meeting specified quality performance levels and to provide them with information they can use to improve the quality of care they provide.

There are three (3) types of PCMH organizations for purposes of determining performance: pediatric, adult, and family practices. For the purpose of organization type setting, members aged 21 or younger are considered to be children, and all other members are considered to be adults. PCMH organization type is determined based on the percentage of adults and children on an organization's panel as well as the number of adults and children on the organization's panel.

Practice type is defined in two (2) steps.

1. Determine the percentage of adults and children in an organization's panel.
 - a. If the organization's attribution from that MCO is 70% or more children, the organization may be a pediatric practice
 - b. If the organization's attribution from that MCO is 70% or greater adults, the practice may be an adult practice.
 - c. If the organization's attribution from that MCO has a mixture of adults and children that does not meet one of the above criteria, it is a family organization.
2. If a member panel has more than 500 children members and also more than 500 adult members attributed, it is a family organization. This step overrides the first step of determining percentages.

The organization type of each PCMH is determined at the beginning of each performance year, and an organization's type remains constant for the duration of the performance period.

Various quality performance metrics are used across the three (3) types of organizations. Adult and pediatric organizations will be evaluated on five (5) quality metrics, while family organizations will be evaluated on ten (10) quality metrics, as shown in Table 3.

Core quality metrics that will be used to determine outcome payment levels are shown in Table 3. Some measures are grouped into composites. Each composite is worth one quality star. All eligible sub-measures within a composite must meet or exceed the threshold in order for a practice to earn that star. Additional reporting only metrics will also be provided on reports. There is a more detailed table with sources and descriptions in Section 13 – Quality Appendix – Tables 7 and 8.

TABLE 3– Quality Metrics by PCMH Organization Type

Adult Practice Quality Metrics
1) Antidepressant medication management – continuation phase
2) Comprehensive diabetes care: BP control < 140/90
3) Comprehensive diabetes care: Eye exam (retinal) performed
4) Comprehensive diabetes care: HbA1c poor control (>9.0%)
5) EPSDT: Adolescent well-care visits ages 12-21 years

Pediatric Practice Quality Measures
1) Asthma medication ratio
2) Childhood immunizations- Combination 10
3) EPSDT screening rate (composite for older kids) Well-child visits ages 7-11 years Adolescent well-care visits ages 12-21 years
4) EPSDT screening rate (composite for younger kids) Well-child visits first 15 months Well-child visits at 18, 24, & 30 months Well-child visits ages 3-6 years
5) Immunizations for adolescents- Combination 2

Family Practice Quality Measures

- 1) Antidepressant medication management – continuation phase**
- 2) Asthma medication ratio**
- 3) Controlling high blood pressure**
- 4) Childhood immunizations- Combination 10**
- 5) Comprehensive diabetes care: BP control <140/90**
- 6) Comprehensive diabetes care: Eye exam (retinal performed)**
- 7) Comprehensive diabetes care: HbA1c poor control (>9.0%)**
- 8) ESPDT Screening (Composite for older kids)**
 - Well-child visits ages 7-11 years
 - Adolescent well-care visits ages 12-21 years
- 9) EPSDT screening rate (Composite for younger kids)**
 - Well-child visits first 15 months
 - Well-child visits at 18, 24, & 30 months
 - Well-child visits ages 3-6 years
- 10) Immunizations for adolescents- Combination 2**

8.2 Efficiency Measures

Efficiency metrics are tracked to ensure that low volume PCMHs are meeting specified efficiency performance levels and to provide them with information they can use to improve the quality of care they provide. Core efficiency metrics that will be used to determine outcome payment levels are shown in Table 4. Additional reporting only metrics will also be provided on reports. There is a more detailed table with sources and descriptions in Section 13 – Quality Appendix- Table 7.

TABLE 4 – PCMH Efficiency Metrics

PCMH Efficiency Metrics per 1,000 member months	
1	Ambulatory care - ED visits
2	Inpatient discharges - Total inpatient

8.3 Total Cost of Care (TCOC) Calculation

Total cost of care (TCOC) refers to average total spending of the members in a PCMH's panel, adjusted for the member months during which the member was eligible for TennCare. At the end of each quarter, the TCOC is generated for the PCMH report, based on each PCMH's member panel for performance. The following calculations are displayed in each PCMH report:

- Non-risk-adjusted TCOC
- Risk-adjusted TCOC
- Non-risk-adjusted TCOC for behavioral health

TCOC amounts are used to calculate outcome payments for practices with 5,000 or more members. In order to support the calculation of outcome payments based on TCOC, a baseline and benchmark TCOC is calculated for each PCMH, in addition to the actual TCOC. Baseline and benchmark TCOCs are calculated on risk-adjusted basis only.

For PCMH organizations with less than 5,000 members, TCOC amounts will be displayed for informational purposes only. Each of these TCOC calculations is discussed in greater detail in the sections that follow.

▪ **Definition of Total Cost of Care**

The total cost of care is meant to capture the total cost of an average member in a PCMH's organization. Using this, the MCOs can calculate the savings a practice has generated and share in those savings with organizations.

For purposes of the PCMH program, there are seven (7) categories of spending excluded from TCOC calculation:

- Dental
- Transportation
- NICU and nursery
- Any spending during the first month of life
- Mobile Crisis Capitation payments
- Medication therapy management (MTM) payments for CY2019
- Gain-sharing payment made to the PCMH as a Principal Accountable Provider (i.e. Quarterback) of episode-based payment models.

In addition to traditional claims-based payments, there are two (2) types of spending incorporated into the TCOC calculation:

- PCMH activity payments are considered a cost associated with delivering care. As a result, the activity payments from the prior quarter are added to TCOC at the member level;
- Tennessee Health Link support payments are also considered a cost associated with delivering care. Tennessee Health Link payments from the previous quarter are added to TCOC at the member level; and

▪ **Actual Total Cost of Care**

Actual total cost of care for a PCMH is calculated as a per-member-per-month metric, on a separate basis for each MCO with which the PCMH contracts.

Non-risk-adjusted TCOC is defined as the sum of spend included in TCOC divided by the sum of the number of enrollment months with the MCO, for all the members in the PCMH's panel. In other words, across all members of the PCMH's panel within an MCO:

$$\text{Non risk adjusted TCOC} = \frac{\sum \text{Included Spend}}{\sum \text{Member months with MCO}}$$

Risk-adjusted TCOC reflects the risk score of the members in the PCMH's panel, and includes a maximum spend cap of \$100,000 annually per person to remove the impact of outliers. Risk-adjusted TCOC for a PCMH organization is calculated by summing the included spend for all members in the PCMH's outcome payments panel, capped at a set amount per member (to be provided with State thresholds), and dividing by the sum of each member's risk score multiplied by the number of months each member was enrolled with the MCO during the year. In other words, across all members of the PCMH's panel within an MCO:

$$\text{Risk adjusted TCOC} = \frac{\sum \text{Capped spend}}{\sum (\text{Member months with MCO} * \text{Adjusted risk score})}$$

Non-risk-adjusted TCOC for behavioral health is defined analogously with the non-risk-adjusted TCOC above but taking into account only the BH spend. For non-risk-adjusted TCOC for behavioral health, spend included is spend that meets the BH spend definition as well as the TCOC definition.

▪ **Baseline Total Cost of Care**

The baseline TCOC for each PCMH is the 3-year average of risk-adjusted TCOC for the given PCMH and is used to estimate the historical per member cost of care for a PCMH organization as it enters the PCMH program. Three years are used to account for potential year-to-year variation.

The baseline TCOC for a PCMH is defined as the risk-adjusted TCOC values of year 1, year 2, and year 3 prior to the calendar year of the current performance period. For example, for performance period 2020, the baseline is defined as CY2017, CY2018, and CY2019. CY2017 and CY2018 values are adjusted for inflation. If the PCMH does not have CY2017 and/or CY2018 values for TCOC available, then those values are replaced by CY2019 values. If the CY2019 value for TCOC is not available because membership was less than 5,000 members that year, then the PCMH does not qualify for TCOC-based shared savings.

▪ **Benchmark Total Cost of Care**

The benchmark TCOC is the figure against which a PCMH's actual TCOC will be assessed when determining performance for outcome payments. The benchmark is calculated as baseline TCOC adjusted using a common adjustment rate of 1.0% as compound annual growth rate to match the performance period. For example, the benchmark for the 2020 performance period is calculated as the 2017 to 2019

baseline, adjusted by the common adjustment rate for two years, as illustrated in Table 5. This reflects the expected cost for the PCMH.

TABLE 5 – Example of benchmark TCOC calculation

CY17-19 TCOC baseline	Benchmark rate	Growth for 1 year	2020 Benchmark TCOC
\$200	1%	\$200 X (1.01)	\$204.02

8.4 Earning Stars

In each quarterly report, PCMH organizations earn stars based on their performance across the core quality and efficiency metrics. There are five (5) quality stars and two (2) efficiency stars for a total of seven (7) stars for adult only and pediatric only PCMH organizations, and ten (10) quality stars and two (2) efficiency stars for a total of twelve (12) stars for family PCMH organizations.

- For adult practices, each adult practice quality metric that equals or outperforms the state threshold translates into one (1) quality star.
- For pediatric practices, each pediatric practice quality metric that equals or outperforms the state threshold translates into one (1) quality star.
- For family practices, each family practice quality metric that equals or outperforms the state threshold translates into one (1) quality star.
- For all practice types with low volume panel size, each efficiency metric that equals or outperforms the MCO thresholds set based on the methodology defined by the State translates into one efficiency star.

Adult and pediatric core quality and efficiency metrics are defined in Sections 8.1 and 8.2 and further detailed in Section 13 – Quality Appendix- Tables 7 and 8. State thresholds for each core metric are provided in a separate document.

Quality and efficiency metrics are calculated for all PCMH practices regardless of the number of observations in the denominator of a given metric. PCMH practices can earn stars for quality metrics that meet a minimum number of thirty (30) observations in the metric's denominator.

PCMHs must meet the minimum quality star requirement in the performance report at the end of year to qualify for outcome payments. The minimum quality star requirement

is two (2) stars for adult only and pediatric only PCMH organizations, and four (4) stars for family PCMH organizations.

8.5 Value of Stars Earned

Redistribution of quality values may be applied under certain circumstances.

Most of the quality metrics are defined by HEDIS. HEDIS requires that an organization have at least thirty (30) observations in the denominator of any metric for it to be measured accurately. If an organization does not have at least thirty (30) observations during a calendar year for a given HEDIS metric, that organization is ineligible for that particular quality star. The potential value of each ineligible quality star will be redistributed.

The guidelines for this quality value redistribution are as follows:

- The value of each star should be rounded to the nearest hundredth place.
- Quality Gate: Organizations must still meet or exceed the quality gate to qualify for an outcome payment
 - Pediatric/Adult= 2 star minimum; Family/Health Link= 4 star minimum
- Maximum redistribution: Values can only be distributed up to a certain maximum.
 - The value of up to two (2) stars, which is 20%, may be redistributed for PCMH pediatric and adult only organizations.
 - The value of up to four (4) stars, which is 20%, may be redistributed for PCMH family and Health Link organizations.
 - The value of the ineligible stars (maximum of 2 or 4) is redistributed evenly among the remaining measures regardless of the denominator of those remaining measures.
- Composite measures are defined as quality measures which consist of two (2) or more sub-metrics.
 - The value of composite measures will be redistributed when the minimum denominator is not met for all of its sub-metrics. In other words, the only way a composite measure's star value is redistributed is if the organization does not meet all of the sub-metric denominators.
 - If an organization has an eligible denominator for at least one (1) of the composite's sub-metrics, that organization will be measured against the threshold(s) and may be eligible to earn a star. In other words, organizations will be measured on their performance, and therefore

eligible for a star, for any metric for which they have a sufficient denominator in at least one sub-metric.

- Organizations must meet or exceed the threshold for every eligible sub-metric in order to earn a star.

The following charts display the value of each quality star under different circumstances.

PEDIATRIC OR ADULT ONLY PCMH

		NUMBER OF PANEL ELIGIBLE STARS				
NUMBER OF STARS EARNED		1	2	3	4	5
		16.67%	16.67%	16.67%	12.50%	10.00%
	1	0.00%	0.00%	0.00%	0.00%	0.00%
	2		33.34%	33.34%	25.00%	20.00%
	3			50.00%	37.50%	30.00%
	4				50.00%	40.00%
	5					50.00%

FAMILY PCMH

		NUMBER OF PANEL ELIGIBLE STARS									
NUMBER OF STARS EARNED		1	2	3	4	5	6	7	8	9	10
		8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	7.14%	6.25%	5.56%	5.00%
	1	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	2		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	3			0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	4				33.32%	33.32%	33.32%	28.56%	25.00%	22.24%	20.00%
	5					41.65%	41.65%	35.70%	31.25%	27.80%	25.00%
	6						49.98%	42.84%	37.50%	33.36%	30.00%
	7							49.98%	43.75%	38.92%	35.00%
	8								50.00%	44.48%	40.00%
	9									50.00%	45.00%
	10										50.00%

9 RISK ADJUSTMENT

Risk adjustment is an essential analytic element of the PCMH program. Risk adjustment will be used in the TennCare PCMH program in two (2) ways:

- Risk adjustment of the activity payments PMPM; and
- Risk adjustment of total cost of care

The TennCare PCMH program utilizes the Combined Chronic Illness and Pharmacy Payment System (CDPS+Rx) version 6.4 for risk adjustment.

CDPS is a diagnosis-based risk assessment and classification system that supports health status-based capitated payments for Medicaid and Medicare populations. The CDPS model was first developed in 2000 by the University of California, San Diego (UCSD), and has since been expanded to include diagnostic and pharmacy risk assessment models. To date, approximately fifteen (15) states use CDPS to determine risk-adjusted capitated payments for their Medicaid programs. The CDPS model has the option to run in either prospective or concurrent mode.

9.1 Risk adjustment for practice support payments

The CDPS prospective model is used to calculate risk score for activity payments. The prospective model was chosen because these risk scores are being calculated at the beginning of the year and will be used for the rest of the year. Based on the risk score generated for each member, the PCMH organization's average risk score is assigned to a risk band, which determines the level of the activities PMPM payment for each member in the practice. This risk-adjusted activity payment amount will be recalculated each year to account for any change in the members' risk in that practice.

9.2 Risk adjustment for Total Cost of Care (TCOC)

The CDPS concurrent model is used to calculate risk score for TCOC. The concurrent model was chosen because it is calibrated to reflect realized risk during a historical period. For this purpose, CDPS will be run at the end of each quarter, taking into account a claims run-out period of ninety (90) days.

10 REPORTING

PCMH providers will be sent quarterly reports detailing their efficiency and quality stars, total cost of care, and potential payments for the relevant performance period. Each MCO will send providers reports quarterly. These quarterly reports aim to provide PCMHs an interim view of the member panels that they will be held accountable for during the performance period.

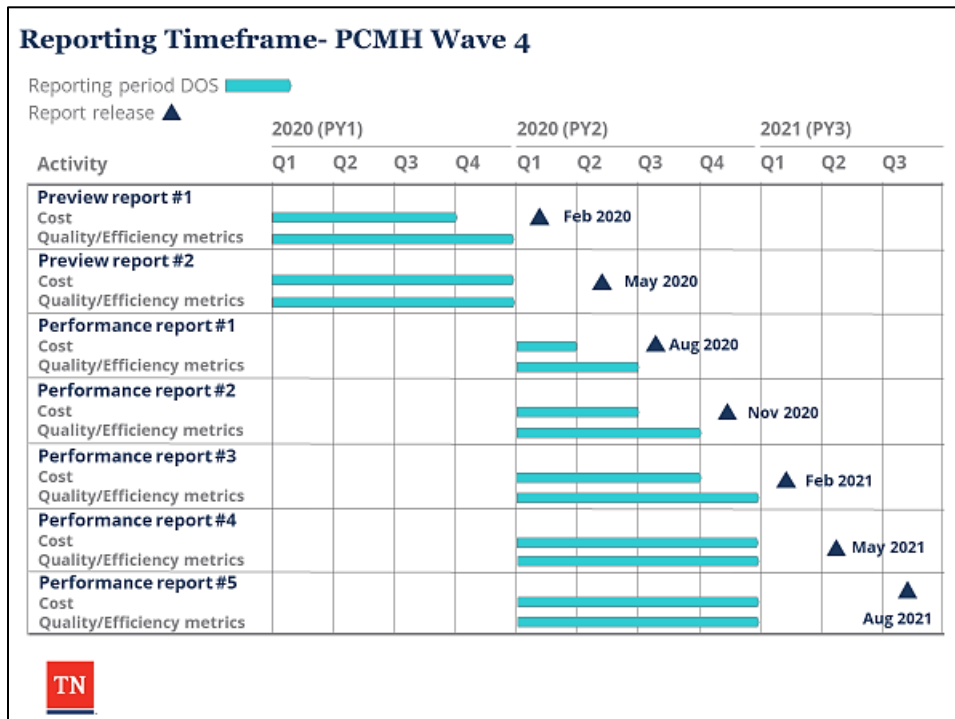
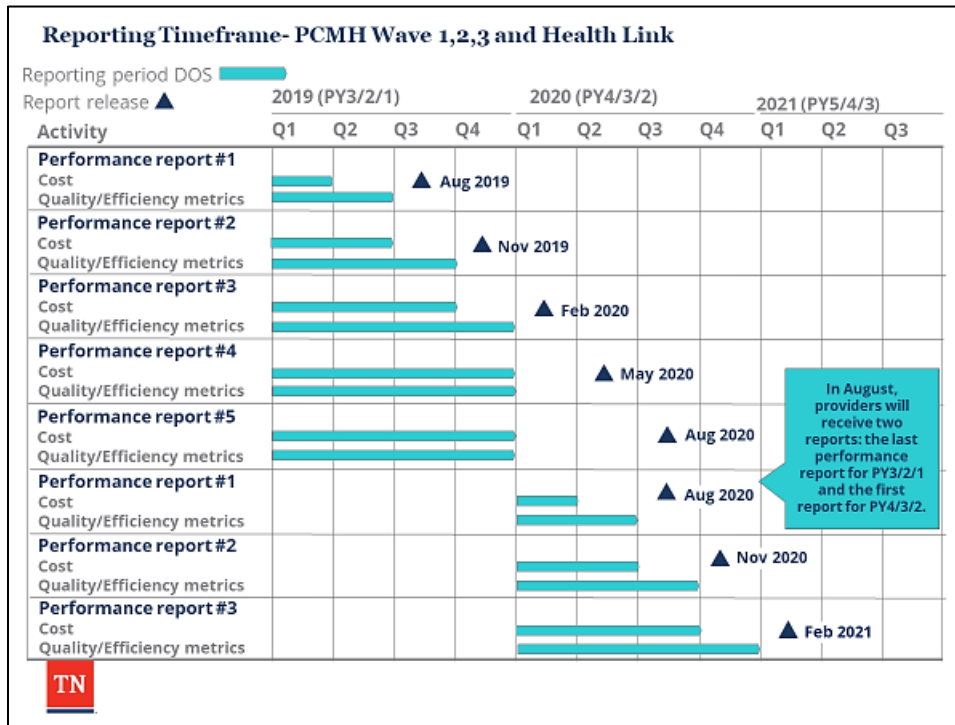
There are 2 types of quarterly provider reports:

- Preview reports; and
- Performance reports.

Initially, when organizations first join the program, PCMH providers will receive preview reports on their performance until the first claims run-out is complete, after which they will start to receive quarterly performance reports. These preview reports will give PCMHs a sense of how they were performing before the program launched. MCOs will also send providers a final annual report seven to eight months after the end of Q4 which will calculate the annual outcome payment. Only data from January 1st to December 31st of a full performance year will be included in performance evaluation.

Each quarterly performance report will provide a summary of the PCMH's total cost of care performance from the beginning of the performance period to the end of each quarter and will incorporate ninety (90) days of claims run-out after the end of each quarter. Each performance report will also include the most recent data available for performance on quality and efficiency metrics. The final performance report will calculate the outcome payment. This final report will incorporate one hundred and eighty (180) days of claims run out for total cost of care (TCOC) and ninety days (90) of claims run out for performance on quality and efficiency metrics after the end of the year. The following table represents the timeframes of data that will be included in each report.

TABLE 6 – Data timeframes for each quarterly report



The reports for high volume panel organizations will be different from the reports sent to low volume panel organizations because of the difference in their outcome payment calculation.

10.1 High volume panel size

High volume panel size refers to PCMHs with 5,000 or more unique attributed members in a single MCOs panel. Outcome savings percentage used to calculate outcome payments for these organizations is based on the number of quality stars and the TCOC efficiency stars.

All MCOs will use the same template to generate reports. The report will contain the following sections (A-E):

A. Quality Stars: This section summarizes the quality stars earned by the provider as of the end of the given quarter. Adult and pediatric PCMH organizations will view the 5 applicable adult/pediatric quality metrics, with each quality star contributing 10% to the outcome saving percentage. Family PCMH organizations will see all ten (10) applicable quality metrics, with each quality star contributing 5% to the outcome savings percentage.

B. Efficiency Stars: Total Cost of Care (TCOC): This section outlines the provider's risk-adjusted average per member per month Total Cost of Care for the quarter. It will provide a mapping of how many efficiency stars this average TCOC is rewarded, based on pre-determined thresholds. The potential number of efficiency stars a provider can receive is 0 through 5, with each star contributing 10% to the outcome savings percentage. This section also offers provider TCOC information by care category. The provider TCOC figures are compared to a provider average and are provided on a non-risk-adjusted basis for both total cost of care and behavioral health specific cost of care.

C. Total Cost of Care (TCOC) Savings Amount: The TCOC savings amount shows how much your PCMH organization saved per member per month this year. This section shows the TCOC values for your PCMH organization necessary to determine your savings.

D. Potential for Annual Outcome Payments: This section provides information on potential (or actual, if it is the annual report) outcome payments. It lists the amount of the potential payment, and details of the calculation of that amount.

Appendix: This section contains more detail on the quality metrics performance. It includes an indication of whether the provider has met the minimum number of members for each metric and, if not, how many members are included. The section also includes a short description of each quality metric and a visual depiction of the provider performance on each metric as compared to other providers and as compared to the metric threshold for earning a star.

10.2 Low volume panel size

Low volume panel size refers to PCMHs with fewer than 5,000 unique attributed members in the panel. Outcome savings percentage used to calculate outcome payments for these practices is based on the number of quality stars and efficiency stars.

The report will contain the following sections (A-F):

A. Quality Performance: This section summarizes the quality stars earned by the provider as of the end of the given quarter. Beginning with the 2018 performance year, the redistribution of quality values may be applied under certain circumstances. Most of the quality metrics are defined by HEDIS. HEDIS requires that an organization have at least thirty (30) observations in the denominator of any metric for it to be measured accurately. If an organization does not have at least thirty (30) observations during a calendar year for a given HEDIS metric, that organization is ineligible for that particular quality star. The potential value of each ineligible quality star will be redistributed.

B. Efficiency Performance: This section summarizes the efficiency stars and efficiency improvement score, an input of the outcome payment calculation. Performance must meet or exceed the benchmark in order to earn an efficiency star. Each efficiency star earned contributes 15% to the efficiency performance. For the efficiency improvement score, the provider's current performance (year to date) on the two efficiency metrics is compared to a performance from the prior year to determine the PCMH improvement. The improvement percentages for each metric are averaged together to generate the total efficiency score. If the average efficiency improvement percentage results in a negative number, it will be set to 0 and if the calculation exceeds 20% it will be capped at that value.

C. Outcome Payment: This section provides information on potential (or actual, if it is the annual report) outcome payments. It lists the amount of the potential payment, and details of the calculation of that amount. The outcome payment is calculated as detailed in Section 5.3.

D. Total Cost of Care (TCOC) (for reporting only): This section offers provider TCOC information by care category. The provider TCOC figures are provided on a non-risk-adjusted basis for both TCOC and behavioral health specific cost of care. This section also shows providers how they compare to other Medicaid primary care organizations throughout the state.

Appendix: This section contains more detail on the quality metrics. It includes an indication of whether the provider has met the minimum number of members for each metric and, if not, how many members are included. The section also includes a short description of each quality metric and a visual depiction of the provider performance on each metric as compared to other providers and as compared to the metric threshold for earning a star

11 PROVIDER TRAINING

MCOs will take over Navigant's training role in the beginning of 2020. MCO transformation coaches will deliver provider training and technical assistance services to Health Link and PCMH providers across the State. The MCO transformation coaches will help providers make the needed investments in practice transformation across all of their sites. This in-kind training investment is intended as a co-investment with PCMH organizations and not as full coverage for the time, infrastructure, and other investments that practices will need to make.

11.1 Scope of provider training

The MCO transformation coaches will conduct an initial assessment of each newly participating PCMH practice that identifies current capabilities. The results of this assessment will allow the transformation coach to create a custom curriculum for each organization to help in meeting transformation milestones. The custom plan will be refined periodically through semi-annual assessments.

The PCMH curriculum will focus on building health care provider capabilities for effective patient population health management to reduce the rate of growth in total cost of care while improving health, quality of care, and patient experience.

This curriculum will include content in the following areas:

- a. Delivering integrated physical and behavioral health services;
- b. Team-based care and care coordination;
- c. Organization workflow redesign and management;
- d. Risk stratified and tailored care delivery;
- e. Enhanced patient access (e.g., flexible scheduling, expanded hours);
- f. Evidence-informed and shared decision making;
- g. Developing an integrated care plan;
- h. Patient and family engagement (e.g., motivational interviewing);
- i. Making meaningful use of Health Information Technology (HIT)/ Health Information Exchange (HIE);
- j. Making meaningful use of the care coordination tool (e.g., ADT feeds);
- k. Making meaningful use of provider reports;
- l. Business support; and
- m. Clinical workflow management

Providers will be encouraged to access this curriculum in various ways including:

- **On-site coaching:** on-site coaching for practice staff, e.g., one-on-one coaching sessions with small groups of organization staff including physicians, office managers, care coordinators and/or PCMH Directors.
- **Large format in-person trainings:** large-format regional conferences, trainings, or symposia three times per year in each of the Grand Regions

- **Live webinars:** live, hosted webinars with live Q&A on a quarterly basis
- **Recorded trainings:** recorded video trainings available to providers online on a self-serve basis
- **Compendium of resources:** a library of documents and resources available online

MCOs may choose to supplement this in-kind training with new or existing programs geared toward PCMH training. The MCOs will coordinate support to minimize duplication and maximize efficiency for the MCO, vendor, and providers alike.

11.2 Timeline of provider training

MCO transformation coaches will begin scheduling initial assessments for Wave 4 PCMHs after contracting is completed with MCOs. Onsite coaching sessions will begin once the initial assessments are complete.

11.3 Duration of provider training

Navigant will develop individualized curricula for PCMH organization's transformation through January 2020. At that time, training will continue with each MCO.

12 CARE COORDINATION TOOL (CCT)

A shared, multi-payer Care Coordination Tool (CCT) will allow PCMH organizations to better coordinate care for their attributed members. The tool is designed to offer useful, up-to-date information to PCMH organizations.

The State of Tennessee contracted with Altruista Health to develop the CCT, based on Altruista's Guiding Care platform. Guiding Care is a cloud-based tool accessible online. Practices will not have to install any special programs.

Information in the tool will be populated by claims data from the State; MCOs; and Admission, Discharge, and Transfer (ADT) data received from participating hospitals. The ADT Scorecard, provided by the State's eHealth Department and available on the CCT landing page of the State's website, lists participating hospitals.

Using the CCT is a provider activity requirement for PCMH; however, we expect PCMH organizations will each use the tool differently after assessing its capabilities and integrating its usage into its current work flows.

12.1 Care Coordination Tool (CCT) Functionalities

The CCT has several functionalities including:

- Displaying providers' attributed member panels;
- Calculating members' risk scores and stratifying providers' panels for more focused outreach;
- Generating, displaying, and recording closure of gaps-in-care; and
- Displaying hospital and ED admission, discharge, and transfer (ADTs) events.

The tool enables providers to see real-time information about members in need of follow-ups, which allows providers to manually close gaps in care. At this time, those manual gaps in care closures will not contribute to the quality performance reported from the MCOs each quarter unless a corresponding claim is received to verify the gap has been closed.

12.2 CCT User Expectations

Although daily use of the CCT is not strictly required, it is expected that PCMH organizations will designate staff, ideally care coordinators, to use the tool daily. Any staff using the CCT is expected to abide by patient privacy and confidentiality laws and regulations.

12.3 TennCare Provider Registration Portal (PDMS)

In order for the provider information to display accurately in the CCT, each PCMH must ensure that their registration is up to date in the PDMS.

All individual providers must be **entered and added** into the individual registration portal (PDMS) to be affiliated within the organization's registration. Once an individual provider is registered, they should appear in the CCT for that organization. Each PCMH organization will be responsible for updating its list of providers in the PDMS; the CCT will reflect any changes made in the PDMS within one week.

To register and add individual providers to the PDMS, both of the following steps must be completed:

1. Registration for ALL Individual Providers:
 - a. Navigate to:
<https://pdms.tenncare.tn.gov/ProviderPersonRegistration/Process/Register.aspx> and complete all entries.
 - b. Complete the CAQH profile for the individual provider at:
<https://proview.caqh.org/Login>. Note: Please make sure to authorize TennCare access to the information to enable TennCare to receive the file information from CAQH.
2. Adding the Individual Providers to the Entity/Group:
 - a. Navigate to <https://pdms.tenncare.tn.gov/Account/Login.aspx> and log in.
 - b. Select **Add Affiliations**
 - c. Select **Individual Providers**
 - d. Select the **green plus sign**
 - e. Add the individual provider information (name, individual NPI, and start date).

12.4 How to Access the CCT

Altruista is responsible for setting up all users with logins and passwords. If you want access to the CCT and haven't received a user name and password yet, contact your practice's point of contact for the CCT. If you do not know who that is, email hcfa.spigcct@tn.gov.

Each user is required to sign security forms electronically to ensure that health information is protected.

Once login credentials have been created and sent to new users via email from Altruista, the Care Coordination Tool landing page can be accessed at:
<https://tn.guidingcare.com/TennCare/Account/Login?ReturnUrl=%2fTennCare%2f>

If you have **any issues** with **or questions** regarding the Care Coordination Tool, contact the Altruista Help Desk at 855-596-2491 or support@altruistahealth.com.

12.5 CCT Training Sessions and Materials

The State and Altruista have developed easy to understand self-guided user materials so that providers are comfortable with all functionalities available in the CCT. It is recommended that new users review training materials prior to using the tool. If more in-depth training is needed, email hcfa.spigcct@tn.gov.

Self-guided training materials can be found on the State's website:

<https://www.tn.gov/tenncare/health-care-innovation/primary-care-transformation/care-coordination-tool.html>. Updates to the training materials online will be made on an ongoing basis

12.6 Data in the Care Coordination Tool (CCT)

Member attribution data in the CCT is derived directly from the Managed Care Organizations (MCOs) and is updated once per week. The primary source of data within the CCT is paid claims which determine patient diagnoses, pharmacy information, risk scores, and gaps in care for members. The CCT uses a rolling calendar year (not a traditional calendar year) to determine members' gaps in care. Please note that information regarding substance use or treatment is not available within the CCT due to federal privacy regulations.

In the future, more member data will be available within the CCT. The State is currently collaborating with the Department of Health include immunization data from the Tennessee Immunization Information System (TennIIS) in the CCT.

13 QUALITY APPENDIX

TennCare has selected a group of core quality metrics for the PCMH program. TennCare recognizes that this is not the complete set of measures required for a member to be considered compliant across all HEDIS® measures. TennCare encourages PCMHs to continue to work closely with the MCOs to identify and close those care opportunities.

The descriptions for HEDIS measures below are based on HEDIS 2020 specifications. Practices will always be measured on the most recent HEDIS specifications available.

TABLE 7 – Core quality metrics

Category	Core metric	Source	Description	Threshold
Quality metrics for adult practices	Antidepressant medication management (adults only) –Continuation phase	HEDIS (AMM)	% of members 18 and older who were treated with antidepressant medication, had a diagnosis of major depression, and who remained on an antidepressant regime for at least 180 days (6 months)	≥ 40%
	Comprehensive diabetes care: BP control (<140/90 mm Hg)	HEDIS (CDC)	% of members 18- 75 years of age with type 1 or type 2 diabetes, whose most recent blood pressure reading is less than 140/90 mm Hg (controlled)	≥ 56%
	Comprehensive diabetes care: eye exam (retinal) performed	HEDIS (CDC)	% of members 18- 75 years of age with type 1 or type 2 diabetes, who had an eye exam (retinal) performed	≥ 51%

Category	Core metric	Source	Description	Threshold
	Comprehensive diabetes care: HbA1c poor control (>9.0%)	HEDIS (CDC)	% of members 18- 75 years of age with type 1 or type 2 diabetes, with most recent HbA1c level during the measurement year greater than 9.0%	≤ 47%
	EPSDT: Adolescent well-care visits age 12-21 years	HEDIS (AWC)	% of members 12- 21 years of age who had at least one comprehensive well-care visit with a PCP or OB/GYN during the measurement year	≥ 47%
Quality metrics for pediatric practices	Asthma medication ratio	HEDIS (AMR)	% of members 5– 64 years of age who were identified as having persistent asthma and had a ratio of controller medications to total asthma medications of 0.50 or greater during the measurement year.	≥ 81%
	Childhood immunizations – Combination 10	HEDIS (CIS)	% children 2 years of age who had 4 DTaP, 3 polio, 1 MMR, 3 HiB, 3 HepB, 1 VZV, 4 PCV , 1 HepA, 2 or 3 RV, and 2 influenza vaccines by their second birthday	≥ 42%
	EPSDT (composite for older kids)			

Category	Core metric	Source	Description	Threshold
	EPSDT: Well-child visits ages 7-11 years	TennCare	% of members 7-11 years of age who had one or more well-child visits with a PCP during the measurement year	≥ 55%
	EPSDT: Adolescent well-care visits age 12-21 years	HEDIS (AWC)	% of members 12-21 years of age who had at least one comprehensive well-care visit with a PCP or OB/GYN during the measurement year	≥ 47%
	EPSDT (composite for younger kids)			
	EPSDT: Well-child visits first 15 months – 6 or more visits	HEDIS (W15)	% of members who turned 15 months of age during the measurement year and who had 6+ well-child visits with a PCP during their first 15 months of life	≥ 61%
	EPSDT: Well-child visits at 18, 24, & 30 months	TennCare	% of members who turned 35 months old during the measurement timeframe who had at least one well-child visit within each of the following intervals: 2 weeks before 18 month up to 2 weeks before 24 months	≥ 34%

Category	Core metric	Source	Description	Threshold
			2 weeks before 24 month up to 2 weeks before 30 months 2 weeks before 30 month up to 35 months Total: at least one visit during each of the three intervals above	
	EPSDT: Well-child visits ages 3-6 years	HEDIS (W34)	% of members 3-6 years of age who had one or more well-child visits with a PCP during the measurement year	≥ 69%
	Immunizations for adolescents – Total rate- Combination 2	HEDIS (IMA)	% of adolescents 13 years of age who had one dose of meningococcal vaccine, one Tdap vaccine, and have completed the HPV vaccine series by their 13th birthday	≥ 26%
Quality metrics for family practices	Antidepressant medication management (adults only) –Continuation phase	HEDIS (AMM)	% of members 18 and older who were treated with antidepressant medication, had a diagnosis of major depression, and who remained on an antidepressant regime for at least 180 days (6 months)	≥ 40%

Category	Core metric	Source	Description	Threshold
	Asthma medication ratio	HEDIS (AMR)	% of members 5–64 years of age who were identified as having persistent asthma and had a ratio of controller medications to total asthma medications of 0.50 or greater during the measurement year.	≥ 81%
	Controlling high blood pressure			
	Controlling high blood pressure	HEDIS (CBP)	% of members 18–85 years of age who had a diagnosis of hypertension (HTN) and whose BP was adequately controlled (<140/90 mm Hg) during the measurement year.	≥ 49%
	Childhood immunizations – Combination 10	HEDIS (CIS)	% children 2 years of age who had 4 DTaP, 3 polio, 1 MMR, 3 HiB, 3 HepB, 1 VZV, 4 PCV, 1 HepA, 2 or 3 RV, and 2 influenza vaccines by their second birthday	≥ 42%
	Comprehensive diabetes care: BP control (<140/90 mm Hg)	HEDIS (CDC)	% of members 18- 75 years of age with type 1 or type 2 diabetes, whose most	≥ 56%

Category	Core metric	Source	Description	Threshold
			recent blood pressure reading is less than 140/90 mm Hg (controlled)	
	Comprehensive diabetes care: eye exam (retinal) performed	HEDIS (CDC)	% of members 18- 75 years of age with type 1 or type 2 diabetes, who had an eye exam (retinal) performed	≥ 51%
	Comprehensive diabetes care: HbA1c poor control (>9.0%)	HEDIS (CDC)	% of members 18- 75 years of age with type 1 or type 2 diabetes, with most recent HbA1c level during the measurement year greater than 9.0%	≤ 47%
	EPSDT (composite for older kids)			
	EPSDT: Well-child visits ages 7-11 years	TennCare	% of members 7- 11 years of age who had one or more well-child visits with a PCP during the measurement year	≥ 55%
	EPSDT: Adolescent well-care visits age 12-21years	HEDIS (AWC)	% of members 12-21 years of age who had at least one comprehensive well-care visit with a PCP or OB/GYN during the measurement year	≥ 47%
	EPSDT (Composite for younger kids)			

Category	Core metric	Source	Description	Threshold
	EPSDT: Well-child visits first 15 months – 6 or more visits	HEDIS (W15)	% of members who turned 15 months of age during the measurement year and who had 6+ well-child visits with a PCP during their first 15 months of life	≥ 61%
	EPSDT: Well-child visits at 18, 24, & 30 months	TennCare	% of members who turned 35 months old during the measurement timeframe who had at least one well-child visit within each of the following intervals: 2 weeks before 18 months up to 2 weeks before 24 months 2 weeks before 24 months up to 2 weeks before 30 months 2 weeks before 30 months up to 35 months Total: at least one visit during each of the three intervals above	≥ 34%
	-EPSDT: Well-child visits ages 3-6 years	HEDIS (W34)	% of members 3-6 years of age who had one or more well-child visits with a PCP during the measurement year	≥ 69%

Category	Core metric	Source	Description	Threshold
	Immunizations for adolescents – Total rate- Combination 2	HEDIS (IMA)	% of adolescents 13 years of age who had one dose of meningococcal vaccine, one Tdap and have completed the HPV vaccine series by their 13th birthday	≥ 26%

¹ Designates a unique HEDIS reporting timeframe that is not based on information with a date of service during a standard calendar year.

TABLE 8 – Core efficiency metrics

Each MCO will set thresholds for core efficiency metrics. The State has provided each MCO guidance on setting these thresholds. This guidance can be found on the State's PCMH website.

Category	Core metric	Source	Description
Efficiency metrics	Ambulatory care - ED visits per 1,000 member months	HEDIS (AMB)	Number of ED visits per 1,000 member months
	Inpatient discharges per 1,000 member months – Total inpatient	HEDIS (IPU)	Number of acute inpatient discharges per 1,000 member months

TABLE 9- Total cost of care categories

Each PCMH organization will receive a breakdown of their TCOC by category in each quarterly report. Only high volume PCMHs will generate outcome payments based on these values.

Category	Description
Inpatient facility	All services provided during an inpatient facility stay including room and board, recovery room, operating room, and other services.
Emergency department or observation	All services delivered in an Emergency Department or Observation Room setting including facility and professional services.
Outpatient facility	All services delivered by a facility during an outpatient surgical encounter, including operating and recovery room and other services.
Inpatient professional	Services delivered by a professional provider during an inpatient hospital stay, including patient visits and consultations, surgery, and diagnostic tests.
Outpatient laboratory	All laboratory services in an inpatient, outpatient, or professional setting.
Outpatient radiology	All radiology services such as MRI, X-Ray, CT and PET scan performed in an inpatient, outpatient, or professional setting.
Outpatient professional	Uncategorized professional claims such as evaluation and management, health screenings, and specialists visits.
Pharmacy	Any pharmacy claims billed under the pharmacy or medical benefit with a valid National Drug Code.
Other	PCMH support payments, DME, Home health, and any remaining uncategorized claims.

For purposes of the PCMH program, there are seven (7) categories of spending excluded from the TCOC calculation:

- Dental
- Transportation
- NICU and nursery
- Any spending during the first month of life
- Mobile Crisis Capitation payments
- Medication therapy management (MTM) payments for CY2019
- Gain-sharing payment made to the PCMH as a Principal Accountable Provider (i.e. Quarterback) of episode-based payment models.

14 FQHC/RHC PPS REIMBURSEMENT SYSTEM AND PCMH ACTIVITY/OUTCOME PAYMENTS MEMO



To: Medicaid Participating Federally Qualified Health Centers and Rural Health Clinics

From: Zane Seals, Deputy Chief Financial Officer, Bureau of TennCare

Date: October 5, 2018

Subject: FQHC/RHC PPS reimbursement system and PCMH activity/outcome payments

TennCare and the Comptroller have received several questions about how revenue received as part of the state's payment reform initiatives should be reported for the purposes of the PPS reimbursement system. In general, services associated with payment reform initiatives are outside the scope of the PPS system. Specifically, the payments related to the following initiatives should not be reported when submitting information to the Comptroller:

- Patient Centered Medical Home (PCMH) patient transformation payments,
- Patient Centered Medical Home (PCMH) activity payments,
- Patient Centered Medical Home (PCMH) outcome payments, and
- HealthLink activity and outcome payments

For questions, please contact Zane Seals, Deputy Chief Financial Officer at zane.seals@tn.gov.

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